

2006 ANNUAL REPORT

CONTENTS

Governor's Letter	1
Secretary's Letter	2
Introduction	3
Executive Summary	4
IDOT Inside	5
Aeronautics	8
Traffic Safety	9
Planning & Programming	12
Finance & Administration	13
Chief Counsel	15
Highways	17
Business & Workforce Diversity ..	19
Governmental Affairs	22
Public & Intermodal Trans.	23
Quality Compliance & Review ..	25
Operations & Communications ..	26
Secretary	28
IDOT Inside	29
IDOT Outside	32
Fast Facts	53



AS GRAPHICS
2007



Printed by authority of the State of Illinois
printed in-house at a cost of \$1.25 each,
a quantity of 500. 3/07

© 2007 Illinois Department of Transportation

OUR MISSION

We provide safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity, and demonstrate respect for our environment.

OUR GUIDING PRINCIPLES

We will accomplish our mission while making the following principles the hallmark of all our work:

Safety • Integrity • Responsiveness • Quality • Innovation

OUR VISION

The Illinois Department of Transportation will be recognized as the premier state department of transportation in the nation.

QUALITY POLICY

IDOT will consistently provide safe, cost-effective transportation for Illinois that meets or exceeds the requirements and expectations of our customers. We will actively pursue ever improving quality through programs that enable each employee to continually strive to do their job right the first time, every time.

QUALITY STATEMENT

Continually strive to do it right the first time, every time.



OFFICE OF THE GOVERNOR

JRTC, 100 W. RANDOLPH, SUITE 16
CHICAGO, ILLINOIS, 60601

ROD R. BLAGOJEVICH
GOVERNOR



February 2007

Dear Fellow Illinoisans:

The Illinois Department of Transportation mission statement promises safe, cost-effective transportation for Illinois in ways that enhance quality of life, promote economic prosperity and demonstrate respect for our environment.

This important service mission reflects many of my own top goals and priorities for Illinois, including improved traffic safety, cost-effective and fully accountable government, enhanced quality of life, economic prosperity, and environmental stewardship.

This annual report reviews many of our state's transportation accomplishments, and reminds us of the important gains realized over the past few years.

In partnership with this fine professional agency, we have made great strides to improve traffic safety and reduce the number of fatalities on our roadways. We have streamlined staff and improved productivity through greater efficiency without sacrificing program needs. We have heightened accountability to taxpayers. We have improved quality of life in every corner of the state through service partnerships with local and regional constituents. We continually promote economic prosperity by preserving and upgrading our critical economic lifelines – the state's travel corridors featuring a variety of reliable transportation options for all users. Equally important, we are mindful of our environmental responsibilities, always realizing that stewardship of our environment is the ultimate lifeline for us all.

I am proud of what we have accomplished together for the people of Illinois, and I am excited at the prospect of our continuing partnership and priority to provide safe and reliable transportation alternatives for business and leisure travel throughout Illinois.

Sincerely,

A handwritten signature in black ink that reads "Rod Blagojevich".

Rod R. Blagojevich
Governor



Illinois Department of Transportation

Office of the Secretary
2300 South Dirksen Parkway / Springfield, Illinois / 62764
Telephone 217/782-5597

February 2007

Dear Fellow Illinoisans:

In 2005, the Illinois Department of Transportation (IDOT) formally adopted a Statement of Quality that compels us to: Continually strive to do it right the first time, every time.

This is a simple statement that means a lot to all IDOT employees. Indeed, it has been an unwritten goal of the department for many, many years, and its meaning is clear. First, it conveys the pride and seriousness with which our staff members approach their daily duties. But the implications of the statement are appropriate for another reason as well. We at IDOT fully realize and agree with the premise that the more we can do correctly and properly the first time we try, the less time and resources are wasted in fixing things later.

The engineering and technical professionals of IDOT think about and live by this Statement of Quality every day. It is a standard by which we measure ourselves.

This annual report for 2006 reflects and highlights recent accomplishments at IDOT that are born of the professionalism and commitment to duty that produced such a quality statement. To say I am proud to be associated with such an organization is an understatement.

As you review the status and accomplishments of IDOT in this report, please be assured that we are never content to rest on our laurels. We consistently seek to improve on all the work we do, and we will leave no stone unturned in our ongoing search for ways to continue improving.

IDOT is committed to providing safe, cost-effective and accessible transportation services for business and leisure travelers throughout Illinois. It is our ongoing promise to Illinois.

Sincerely,

A handwritten signature in black ink, appearing to read 'Milton R. Sees'.

Milton R. Sees
Acting Secretary

INTRODUCTION



More than 35 years ago, Governor Richard B. Ogilvie, in a special message on transportation stated:

**Our transportation capabilities are the foundation of our prosperity.
Opportunities for jobs and business exist in direct relationship to our ability to
get people to and from their place of work, to bring new materials to industry,
and to deliver finished products to consumers.**

To that end, on January 1, 1972, by an Act of the 77th General Assembly, Illinois became the 14th state to establish a Department of Transportation. This department assumed the responsibilities of the Department of Public Works and Buildings and the Office of Mass Transportation from the Department of Local Government Affairs. Also included in the new Illinois Department of Transportation (IDOT) were the safety inspection functions administered by the State Police, Secretary of State, Illinois Commerce Commission and the Superintendent of Public Instruction. On August 30, 1973, Aeronautics became a division within IDOT. In July 1995, the Division of Water Resources, originally a part of IDOT, was transferred to the newly formed Department of Natural Resources.

Because IDOT was created to meet the multi-modal transportation needs of our state, it was Illinois' first agency to be headed by a "Secretary." IDOT is responsible for building and maintaining the state's highways, supporting air, rail and public transportation projects, and encouraging traffic safety so that the avenues of commerce and travel remain open and accessible to all of Illinois.

In 2006, the U.S. Department of Transportation, IDOT and other state departments of transportation across the nation celebrated the 50th anniversary of the Eisenhower Interstate Highway System. Illinois played an integral role in making that continental undertaking a reality, inspired through President Dwight D. Eisenhower's forward thinking. Holding true to Illinois' historical role as a crossroads for national transportation starting decades ago with critical rail and air services, three of the five transcontinental Interstate highways traverse Illinois – Interstates 70, 80 and 90.

Illinois business and leisure travelers rely on the promise of reliable, safe and cost-effective transportation services, and in turn, IDOT commits itself to the operation, oversight and maintenance of the state system. As a result, IDOT enjoys the nation's fifth largest highway system, the second largest public transportation system, the second largest rail system, and one of the busiest airport systems in the nation.

That was IDOT's past and present, what this annual report will illustrate is IDOT's continual movement forward. Today's goals for transportation in Illinois revolve around improved safety, improved mobility, preservation of the state's priceless intermodal transportation system, and the proper stewardship of that system to improve quality of life and economic prosperity throughout the state.

EXECUTIVE SUMMARY

The Illinois Department of Transportation delivered its annual highway program with a record-setting accomplishment rate in 2006, and further entrenched its successful policies of renewed emphasis on safety and real-time communications for travelers and transportation workers. IDOT innovations in work zone safety and state-of-the-art electronic communications continue to reduce the number of crash fatalities on Illinois roads and help drivers and other travelers make more informed decisions to help ease traffic congestion even as they travel.

Internally, IDOT continued its drive to greater efficiency through better communications, key process changes and workload restructuring, improved deployment of staff, and more effective coordination of technological improvements.

Results of these activities included:

- Delivery of the highest single-year highways program accomplishment rate in IDOT history – 97.4 percent;
- Expanded passenger rail service for Illinois travelers and record numbers of train passengers;
- Expanded public transit service especially in historically underserved areas of Illinois;
- Significant improvements to the regional airport system;
- Improved coordination and oversight of public transportation services throughout Illinois.

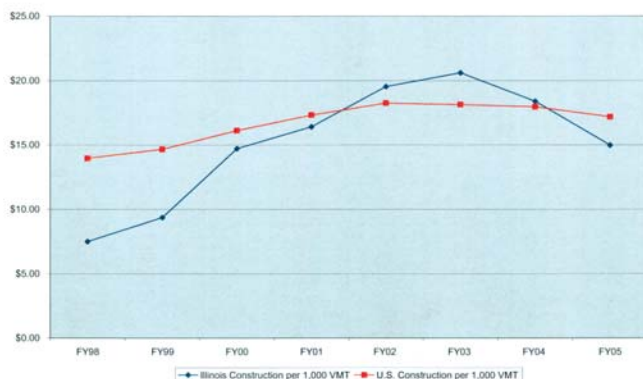
In addition, IDOT dispatched workers and equipment to help numerous communities and local agencies maintain safe traffic flow, remove debris, and recover from devastating storm damage from early-spring tornadoes in 2006. IDOT also maintained its tradition of high-quality snow and ice control services to travelers through the winter months along with emergency traffic patrols and emergency road repairs and repaving as needed throughout the year.

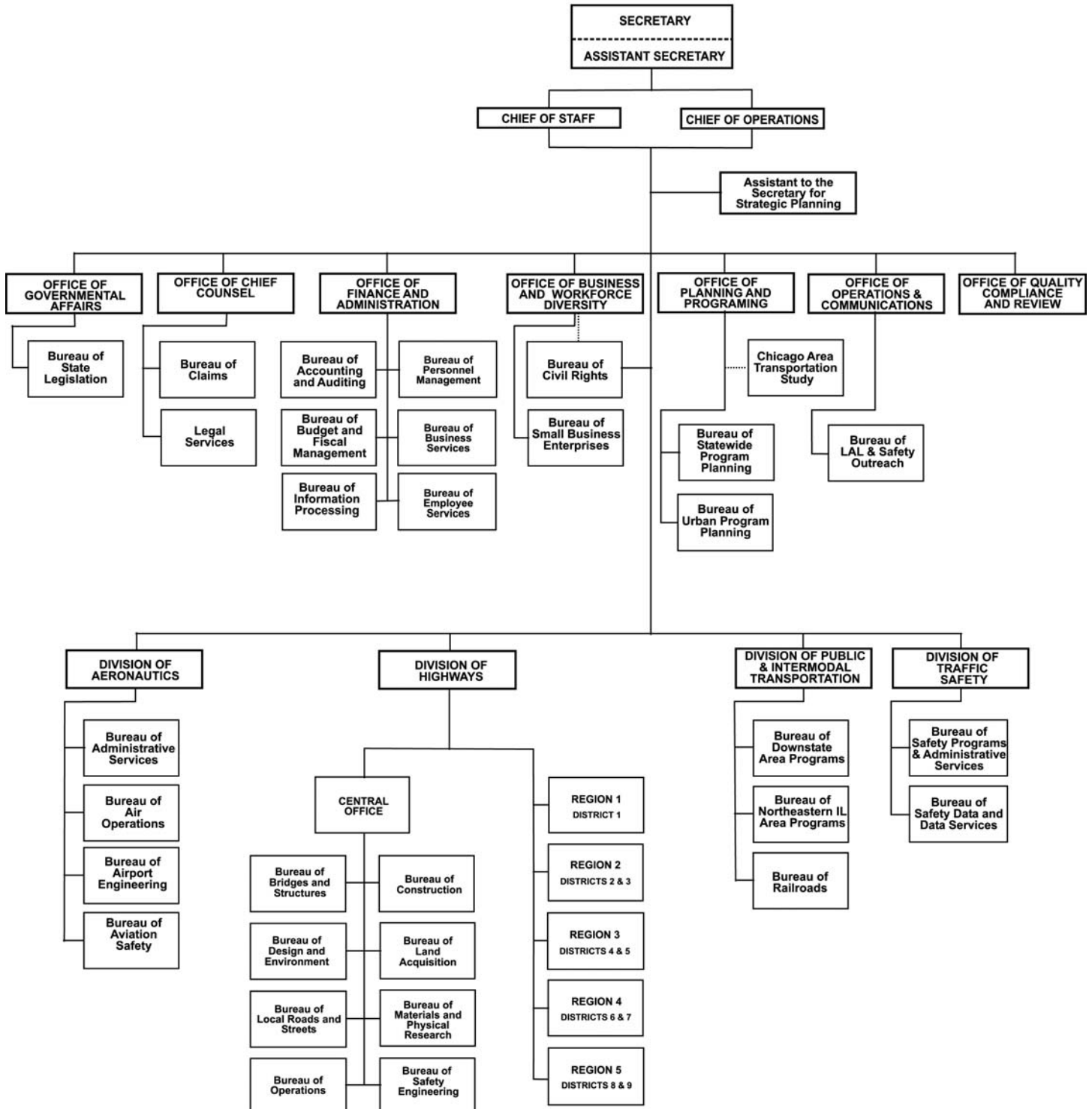
Thus, for the fourth consecutive year, IDOT made significant progress in addressing the Governor's priorities for public safety, reform and renewal, jobs, education, health care and a balanced budget.

IDOT's Top 10 Accomplishments for 2006

1. Completed the largest single downstate road construction project in Illinois history, a \$500-million reconstruction of Interstate 74 through Peoria. This construction project featured an award-winning design and uniquely planned outreach efforts.
2. IDOT accomplished a record-setting 97.4 percent of its road and bridge improvement program in 2006. IDOT kept its program promises in all regions of Illinois providing \$1.75 billion in improvements.
3. IDOT repaired or reconstructed 820 miles of roadway pavement and 255 state bridges during 2006.
4. IDOT maintained 87 percent of its more than 16,000 miles of state highways and 91 percent of its nearly 8,000 bridges in acceptable or better condition.
5. IDOT expanded the internationally recognized certification of its process management system to include all aspects of planning, design, construction, maintenance and administrative oversight in the Division of Highways and other areas of IDOT. The Department earned certification by adhering to the ISO 9001:2000 standards, developed by the International Organization for Standardization (ISO) to help organizations develop consistent approaches to quality process management and continuing improvement.
6. IDOT's improved procedures in construction work zones on state highways resulted in continuing decreases in overall work zone fatalities. The number of fatalities in work zones for 2006 dropped more than 40 percent from levels in 2003.
7. IDOT implemented the Illinois Comprehensive Highway Safety Plan. This comprehensive approach using the 4E's (engineering, enforcement, education, and emergency medical services), the enactment of the Primary Seat Belt Law in 2003, more aggressive awareness campaigns, and stricter law enforcement have resulted in fewer and less severe crashes on Illinois highways and the lowest number of fatalities on Illinois highways since 1924.
8. IDOT held annual administrative costs department-wide at 9.4 percent of total costs, well under its goal of no more than 10 percent administrative costs. These administrative cost reductions from 2002-03 represent cost savings of more than \$20 million a year in administrative salaries and benefits.
9. IDOT reduced staffing to an all-time low of fewer than 5,600 employees in 2006. The reduction of more than 1,200 employees since 2002 results in annual savings totaling more than \$90 million in salaries and benefits.
10. Implemented its award-winning Context Sensitive Solutions (CSS) plan and policy for major construction projects, bringing more local stakeholders and constituents into the conceptual and planning processes, and improving the quality of service to communities.

Highway Construction Investment per 1,000 Vehicle Miles Traveled (Comparing Illinois and U.S. Construction Investments)





IDOT: Continuous Improvement for Efficiency, Accountability

In July 2006, the Illinois Department of Transportation achieved ISO 9001:2000 registration and certification of all processes involved in the planning, design, and construction of road and bridge improvements, maintenance of existing roads and bridges, and administrative oversight in the Division of Highways and key administrative support areas. The new registration encompasses the majority of activities and processes in the IDOT Central Office and District Six, involving more than 700 employees.



ISO 9001:2000 is an internationally accepted quality standard that is embraced by more than 750,000 organizations worldwide, based on guidelines developed and established by the International Organization of Standards (ISO). Registration to the ISO standard is a complex undertaking that involves multiple audits of an organization's internal quality control systems to determine levels of conformance to the requirements of the standard. Registration ensures that ISO 9001:2000 requirements have been properly implemented and maintained by the audited organization and that the organization seeks continuous improvement.

This quality management effort, in its first two years, has produced numerous improvements for IDOT including:

- Improved control and electronic tracking of documents and records;
- Improved communication of strategic goals throughout the organization;
- Implementation of effective objectives and measures in all areas to drive continual improvement of core processes;
- Improved customer complaint processes and service satisfaction measures to ensure the Department maintains a customer focus;
- The creation of dynamic manpower staffing models to predict future manpower needs based on anticipated workloads;

- Improved documentation of key processes to promote effective knowledge management and improved productivity.

As a measure of the effects of such changes, the annual IDOT employee survey seeks to assess and compare employee attitudes about work-related issues. Results suggest that improvements such as those leading to the ISO certification may be helping the agency improve operations in key areas as responses to the following issues showed significant gains among IDOT staff:

- Work goals aimed at customer satisfaction: up from 75 percent in 2005 to 82 percent in 2006;
- Overall job satisfaction: up from 64 percent in 2005 to 73 percent in 2006;
- Involvement in decisions affecting my work: up from 57 percent in 2005 to 66 percent in 2006;
- Awareness of strategic goals: up from 62 percent in 2005 to 75 percent in 2006.

Organization and Responsibilities

IDOT is developed around a functional organizational concept with seven Offices providing staff support to the Secretary and four modal Divisions.

• Offices

Business and Workforce Diversity
Chief Counsel
Finance and Administration
Governmental Affairs
Planning and Programming
Operations and Communications
Quality Compliance and Review

• Divisions

Aeronautics
Highways
Public and Intermodal Transportation
Traffic Safety

The mission of IDOT is to provide safe, cost-effective transportation for Illinois in ways that enhance the quality of life, promote economic prosperity and demonstrate respect for our environment. The department strives to achieve this mission by making these guiding principles the hallmark of its work: Safety, Integrity, Responsiveness, Quality, and Innovation.

IDOT's underlying strategic objectives seek to:

- Provide cost-effective, quality transportation options and services to Illinois travelers.
- Minimize inconvenience to travelers as construction and other improvements take place.
- Integrate concern for the environment and quality of life of Illinois citizens in the transportation planning process.
- Improve communications and other processes within IDOT.

- Increase public awareness and communications.
- Coordinate transportation programs and services better.
- Pursue technological innovations to help IDOT more effectively address urban congestion problems, explore new or existing modes and alternatives that increase the efficiency of the existing system, and make better use of highway building materials and new designs.
- Improve safety for travelers and transportation workers.
- Continue the state's role in preserving Illinois as one of the nation's major airline hubs by leading the effort to develop a new airport to help serve north-eastern Illinois.
- Make capital resources available for highway improvements that will be a positive force in the location, selection or expansion of existing or new industrial/economic development projects or tourism developments.
- Provide a stable base of transit operating assistance and capital funding to ensure the availability of public transportation options throughout the state to serve individuals without access to automobiles and to reduce congestion and improve air quality.
- Preserve and enhance rail passenger service in Illinois and continue the development of a high-speed rail system between Chicago and St. Louis as part of a balanced transportation system.

IDOT plans and implements capital improvements and owns and operates the Illinois state highway network. Public transportation, airports and rail service are under the broad oversight of IDOT but are operated by local units of government or other entities. Illinois provides funding for capital airport improvements, some passenger rail services and public transportation to preserve and enhance those transportation assets. Additionally, the state provides financial operating assistance to public transportation carriers.

Because IDOT is the operator of the state's highway network, the Department has developed five strategic capital investment priorities which govern the allocation of state and federal funding for capital improvements on the 16,000-mile state highway system and accomplish the mission of the Division of Highways:

1. Preservation and modernization of the Interstate highway system.
2. Preservation and modernization of the U.S. and Illinois marked route highway system – the state's backbone highway network.
3. Preservation and modernization of the Illinois unmarked highway system.
4. Expansion/add lanes improvements to reduce congestion.
5. Construction of new principal arterial routes to enhance economic development.



ILLINOIS' TRANSPORTATION SYSTEM

- Nearly 140,000 miles of roads and streets and more than 26,400 bridges carrying nearly 300 million vehicle-miles of travel daily.
- 52 public transit systems with 5,700 transit vehicles serving nearly 600 million passengers a year.
- 52 privately owned freight railroad companies operating on more than 7,800 miles of rail line.
- 12 privately owned intercity bus companies.
- 83 public airports (11 with commercial air service) and 54 private airports.
- Nearly 1,900 miles of the nearly 16,000-mile state highway system are suitable for bicycling.
- 140 intermodal freight transfer facilities and 35 major passenger intermodal transfer points for intercity rail, bus and air transportation.

Illinois' transportation system includes privately and publicly owned and operated facilities. For more than a century, Illinois' central location within the United States and its historical prominence in agriculture, manufacturing, and commerce have spurred development of an extensive and highly used system of transportation and services.